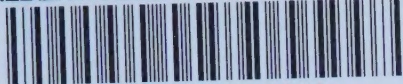


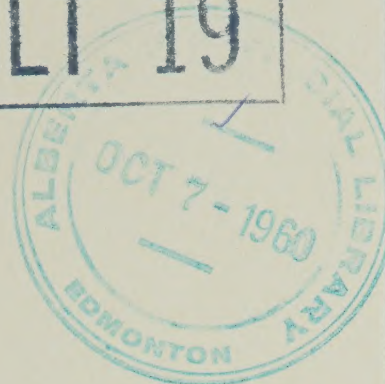
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ANNUAL REPORT

OF THE

Alberta

PUBLIC SERVICE COMMISSIONER

for the year ended December 31st, 1959

EDMONTON, ALBERTA

Printed by L. S. Wall, Printer to the Queen's Most Excellent Majesty



ANNUAL REPORT

OF THE

PUBLIC SERVICE COMMISSIONER

for the year ended December 31st, 1959

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Edmonton, Alberta.
January 31st, 1960.

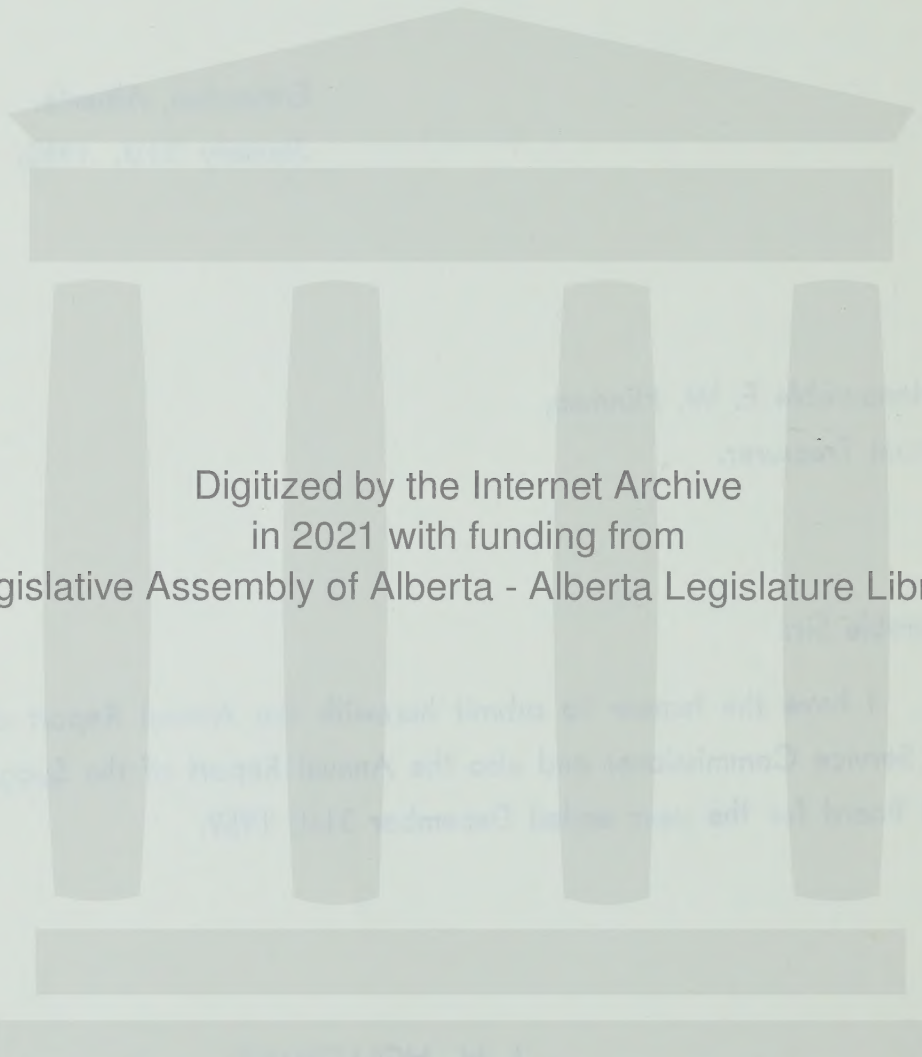
The Honourable E. W. Hinman,
Provincial Treasurer.

Honourable Sir:

I have the honour to submit herewith the Annual Report of the Public Service Commissioner and also the Annual Report of the Suggestion Award Board for the year ended December 31st, 1959.

J. H. HOLLOWAY

PUBLIC SERVICE COMMISSIONER



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ANNUAL REPORT

of the

PUBLIC SERVICE COMMISSIONER

FOR THE YEAR ENDED DECEMBER 31st, 1959

In 1959, the principal event affecting personnel administration in the public service was the enactment of The Public Service Commissioner Act, which came into force on April 7th, 1959. The general object of that Act was to implement the recommendations made in 1958 by the Public Administration Service consultants regarding the re-organization and improvement of personnel management methods. More specifically, the Act provides for:

1. The appointment of a Public Service Commissioner (superseding the former Public Service Commission) with general responsibility for personnel administration through a central Personnel Administration Office.
2. Improved procedures in recruiting, selecting and appointing or promoting employees.
3. The preparation and use of a fully integrated plan of classification of positions in the public service, and the establishment of equitable scales of pay by means of a single general pay schedule superseding the several pay schedules formerly in effect.
4. The organization of staff training programmes.
5. The regulation of departmental staff establishments.
6. The examination of departmental staff organization, work distribution and work methods.
7. The preparation and administration of all rules and regulations governing personnel in the public service.

To a degree, the functions indicated in 2, 3 and 7 above have for many years been the responsibility of the government's central personnel agency, and the aim now is to modernize their operation and make them better adapted to the needs of an enlarged and more diversified public service. The assignment to a central agency of the functions referred to in 4, 5 and 6 above is a new departure, intended to promote general economy and efficiency.

Pursuant to the provisions of the Act, general regulations with respect to personnel administration were made by Order-in-Council 924/59 which came into operation on July 1st, 1959. These regulations are set out in Appendix A of this report.

The Public Service Act was also amended at the 1958 session of the Legislature to remove therefrom some of its provisions that were re-enacted as part of The Public Service Commissioner Act and to require the establishment of the Joint Council as the recognized employer-employee negotiating body.

During the year the staff force of the Personnel Administration Office was increased from 27 to 29 employees.

Recruitment, Appointments and Promotions

In this report, except where otherwise indicated, reference is made only to those employees whose appointments are administered by the Personnel Administration Office. There are some 4,000 to 5,000 other regular employees, mainly on the staffs of the Departments of Health, Highways and Public Works, whose appointments are under the control of the departments concerned. The Personnel Administration Office does not maintain records pertaining to those employees except for pension purposes.

At the end of 1959, 5,565 employees were recorded, representing an increase of 317 over the figure for the end of 1958. The largest staff increases occurred in the Departments of the Attorney General, Lands and Forests, Public Health, Public Welfare and Public Works. The staff of the Treasury Department (excluding Treasury Branches) was reduced during 1959 from 152 to 134, mainly by reason of the termination of the Citizens' Dividend programme.

During the year, 638 vacancies were filled by intra-departmental promotions, 103 by inter-departmental transfers (which in most cases were also promotions in terms of salary) and 1258 by appointment from outside the service. In view of the more systematic recruitment programme which is being organized for implementation in the spring of 1960, it is of interest to note that for the past three years the average annual intake of new employees has been about 1300. Of that number, it is estimated that 30 to 50 per year have been released from the service after a few days or weeks of employment because of their inability to perform their duties satisfactorily. It is expected that that wastage can largely be obviated by better selection methods, including pre-employment tests of skill and aptitude, and that the new recruitment programme introducing that procedure will more than pay for itself in obviating the losses of money and time hitherto expended in fruitless efforts to train and utilize new employees who do not measure up to the requirements of the job.

As in previous years, the main method of recruiting new employees for specific positions has been the advertisement of vacancies in newspapers and other publications. Under the new recruitment programme, other approaches to prospective applicants will be employed and more systematic efforts will be made to interest capable younger men and women in public service careers. Even if the service does not increase in total number, staff turnover will still require the appointment of 500 to 1,000 new employees each year, which would certainly justify the adoption of recruitment procedures designed to attract and select entrants of good calibre.

During the year, over 5,000 unsolicited applications for employment were made in person to the Personnel Administration Office, and a correspondingly large number of applications and inquiries were received by mail.

The number of married women employed in the public service continued to increase during 1959, although not as rapidly as in recently preceding years. The number employed at the end of the year was 979,

representing 38.7 per cent of the total number of female employees. Comparative figures for the past four years are as follows:

	<u>1956</u>	<u>1957</u>	<u>1958</u>	<u>1959</u>
Number of women retained after marriage	107	107	143	165
Number of married women recruited	394	358	243	312
Number of married women who resigned	329	353	284	411
Number of married women employed at end of year	701	811	913	979
Married women employed at end of year as percentage of total female employees	31.5%	34.2%	37.4%	38.7%

Staff Losses

The total number of employees who resigned, retired, died or were discharged during 1959 was 1418, or 18 more than in 1958, representing a staff turnover of 25.5 per cent of the end-of-year employee total, as compared with 26.7 per cent for 1958. It should be noted that the number of resignations includes most of the 165 female employees who became married (in which event, permanent employees are required to resign their positions) and were retained after marriage under temporary appointment; hence the actual turnover rate was approximately 23 per cent. This is a substantial improvement upon the higher loss rates for the years preceding 1958, but when it is considered that it represents the loss and replacement of one employee in every four in the course of a year and what this means in terms of operational efficiency and the time and cost which the induction and training of new employees entails, the desirability of a still lower rate of staff turnover can readily be appreciated. It is hoped that in 1960 improved recruitment practices and the establishment of salary scales more closely related to prevailing rates elsewhere will work towards that end.

Table II shows by departments the staff losses for 1959, and Table III shows the reasons given for permanent staff resignations. A comparison of the latter with the corresponding table in the 1958 report reveals increases from 59 to 82 in the number of permanent employees who resigned to take another position and from 49 to 59 in the number of employees who gave no reasons for their resignations. It is perhaps unwise to draw any specific inferences from these increased figures, but they do at least indicate that the attractions of employment elsewhere were somewhat stronger last year than in 1958.

Classification and Pay

During 1959, the classification survey and the preparation of new classification and pay plans for the service as a whole, as outlined in the 1958 report, were brought near completion. By the end of October, class specifications had been written to cover all positions except those in the Public Health hospitals and institutions and in a few departmental

branches undergoing reorganization. These specifications were then reviewed by a Public Administration Service consultant and at the end of the year were being compiled in a classification manual describing some 440 classes embracing about 7500 positions. Completion of the survey of institutional positions and other residual positions will add to the manual probably another 50 classes containing about 3,000 positions.

Towards the end of the year, a comprehensive study of up-to-date pay data was commenced with a view to establishing for each class of positions a salary scale commensurate with the prevailing level of pay for comparable work elsewhere. Although the rates of pay for a number of classes had not been fully reviewed at the end of the year, the initial indications were that the existing scales of pay for lower and middle rank positions in the service are generally up to the standards of pay prevailing outside the service, while those for a number of higher ranking positions tend to be lower. It was also found that pay disparities between comparable positions within the service are numerous and occasionally very wide. The re-adjustment of salary scales therefore presents problems of some complexity, but it is expected that the draft of a new general pay schedule can be completed by mid-February in 1960.

In the fall of 1959, after discussion of the matter by the Joint Council, it was agreed by the Executive Council that any salary increases resulting from implementation of the new pay schedule would be made effective as from October 1st, 1959. Some consideration was also given to the treatment of positions found to be over-graded in terms of salary, but apart from a general understanding that no employee in such a position should suffer any immediate reduction in pay, no final decisions have been made as to how those positions shall be dealt with.

It is intended that early in 1960, the classification manual and new pay schedule, so far as they are completed, will be examined by and discussed with the deputy ministers of all departments and the Civil Service Association members of the Joint Council. Any revisions found necessary or desirable as a result of those discussions will then be made and the classification plan and pay schedule, together with a set of proposed regulations governing their implementation and application, will be presented to the Joint Council and the members of the Executive Council. It is anticipated that the new plan and schedule will be adopted in the early spring of 1960, and that shortly afterwards the institutional and other residual classifications will have been completed and made ready for inclusion in the plan on the same terms as for other positions in the service.

Although the salary scales for a number of positions will be increased, those for a number of others will be reduced, and it is not expected that the adoption of the new pay schedule will increase the total service payroll for 1960 materially beyond what it would be if the present scales of pay remained in effect.

During the year 266 new positions were classified and 82 existing positions were re-graded under the classification scheme currently in effect and with due regard to their probable classifications under the new classification plan.

Hours of Work and Attendance

In June, 1959, the weekly work-hours of nursing, medical, laboratory and farm personnel in the Department of Health hospitals and institutions were reduced from 44 to 40. The order-in-council by which this reduction was authorized also provided that the salary rates of the employees concerned would remain unchanged until new scales of pay for their positions were established upon adoption of the new pay schedule.

The rules governing overtime pay for clerical employees, as set out in Order-in-Council 608/53, were amended in February, 1959, to provide that employees on salaries up to \$5,000.00 per annum instead of \$4,000.00 per annum as formerly, would be eligible to receive pay for overtime work.

Some study was given to the various overtime rules which apply in different departments with the object of bringing about closer uniformity, but a number of practical difficulties arising from the differing circumstances under which overtime work may be required appeared to rule out that possibility. This matter remains on the agenda of the Joint Council for further study.

In 1959, the average rate of absenteeism among employees recording their attendance was somewhat higher than in 1958. The per capita time lost was 7.68 days (as compared with 6.44 days in 1958) of which 5.52 days per capita were allowed with pay.

Table IV shows by departments the total and per capita time losses for the year.

Garnishment of Salaries

Early in 1959, the Civil Service Association asked the government to consider amending The Civil Service Salaries Garnishee Act in order to remedy its discriminative effects in enabling creditors to enter claims upon provincial employees' salaries without prior action through the courts. This the government agreed to do, and at the 1959 session of the Legislative Assembly, the Act was rescinded and replaced by a new Act which placed employees of the province in a similar position to employees of railway companies with respect to garnishee proceedings.

Employee Performance Reports

Pursuant to the recommendation made by the Public Administration Service consultants in 1958, a regulation was included in the Personnel Administration Regulations (Regulation 25, Appendix A), requiring that the annual reports made by supervisors on the performance of employees under their charge be countersigned by the employees. This new requirement was received by some departmental officials with a certain amount of misgiving and it was proposed that exceptions from it should be made with respect to professionally qualified personnel. However, it was finally decided that no exceptions should be made. From an examination of the reports submitted after the regulation became effective, it appeared that

employee ratings were being made with greater care than before and there was no indication that supervisors were over-rating their employees, as in some quarters had been feared.

Unemployment Insurance

In June, 1959, it was agreed between the government and the Association that action should be taken to have as many classes of temporarily-employed personnel as possible brought under the provisions of The Unemployment Insurance Act. Unfortunately, existing uncertainties as to the classes of employment intended to be covered by the Act remained unresolved at the end of the year and the objective desired still awaits the formulation of rulings by the head office of the Unemployment Insurance Commission.

Employee Appeals

Under the provisions of Regulation 29 of the Personnel Administration Regulations and the preceding disciplinary rules laid down by the Executive Council, the Joint Council received and dealt with appeals from seven employees who had been given notice of dismissal.

In each case, an investigating committee on which the Association and the Commissioner were represented with, in some cases, an independent third member, was appointed to make all necessary enquiries and report to the Joint Council which, in turn, made its recommendations to the Executive Council. In three cases the dismissals were confirmed; in two cases the appeals were voluntarily withdrawn; in one case the employee was reinstated after a period of suspension from duty and in the seventh case the employee was placed on indefinite leave from duty subject to re-employment upon recovery of health.

Other Activities

Assistance and advice were given from time to time during the year by the undersigned and by staff members to the Research Council of Alberta, the University of Alberta and the University Hospital in matters relating to classification and pay. Liaison with other Canadian public service administration agencies became more firmly established and numerous exchanges of information, mainly with reference to standards of pay, were made with them.

In May, 1959, the Chief Classification Officer attended the Central Regional Annual Meeting of the Public Personnel Association of the United States and Canada at Chicago, Ill., and in October, the undersigned attended the Annual Conference of the Association at San Francisco. The latter occasion provided an opportunity for an informal meeting of the Civil Service Commissioners of six of the Canadian provinces and the Chairman and senior officers of the Canadian Civil Service Commission. Participation in these meetings and the personal contacts made there were felt to be of considerable value as a means of obtaining information, discovering new ideas and discussing common problems connected with personnel administration.

All twelve of the Joint Council meetings held during the year were attended by the undersigned, and regular meetings of the departmental personnel officers were attended by one or more members of the Personnel Administration Office staff.

A separate report on the activities of the Suggestion Award Board accompanies this report.

The continued harmonious relations that prevailed during the year between the Personnel Administration Office and the Executive Council, the Joint Council, senior departmental officials and the officers of the Civil Service Association contributed in no small measure to the ease and effectiveness with which the functions of the office were performed. The support thus given to the general objective of promoting and establishing the best and most up-to-date personnel administration practices is greatly appreciated.

Respectfully submitted,

J. H. HOLLOWAY

PUBLIC SERVICE COMMISSIONER

T A B L E I
RECRUITMENTS, PROMOTIONS AND STAFF TOTALS, 1959
OF EMPLOYEES UNDER PURVIEW OF THE DIRECTOR OF PERSONNEL

Department	Number of Positions Filled by Recruitment		Number of Positions Filled by Promotion		Number of Positions Filled in Interdepartmental Transfers		Total Appointments	Full-time Staff Number as at December 31st, 1959		Total
	Male	Female	Male	Female	Male	Female		Male	Female	
Agriculture	49	75	7	10	2		143	291	182	473
Attorney General	71	87	36	28	11		233	396	303	699
Audit Office	7	5	6	—	—		18	60	31	91
Education	30	35	3	17	9		94	301	306	607
*Executive Council	2	10	—	5	4		21	17	24	41
Highways	39	125	30	58	7		259	326	302	628
Industry and Development	2	17	5	10	13		47	38	51	89
Labour	18	38	11	10	4		81	175	112	287
Lands and Forests	90	33	66	39	8		236	520	186	706
Mines and Minerals	12	25	6	24	7		74	91	108	199
Municipal Affairs	12	32	13	16	8		81	195	128	323
Provincial Secretary	15	20	1	3	3		42	100	85	185
Public Health	9	57	—	3	3		72	53	189	242
Public Welfare	23	64	12	14	3		116	93	156	249
Public Works	30	12	5	5	8		60	148	46	194
Treasury:										
General Office	4	3	3	5	9		24	18	20	38
Purchasing Agency	1	5	2	3	1		12	9	22	31
Queen's Printer	7	3	9	—	—		19	42	23	65
Treasury Branches	53	138	98	75	3		367	160	258	418
Totals	474	784	313	325	103		1999	3033	2532	5565

*Includes Premier's Office, Executive Council, Legislative Assembly and Library and Personnel Administration Office staffs.

TABLE II
STAFF LOSSES 1959

Department	P — Permanent Appointees				T — Temporary Appointees				Deaths				Total Staff Losses		Percentage Totals Based on Staff Totals as at December 31st, 1959
	Resignations		Dismissals		Retirements		Deaths		Total Staff Losses	P	T	P	T		
	P	T	P	T	P	T	P	T							
Agriculture	24	96	—	—	8	—	—	—	—	33	97	—	—	27.5	
Attorney General	44	68	—	—	2	—	—	—	—	49	71	3	—	17.2	
Audit Office	4	5	—	—	—	—	—	—	—	5	5	—	—	11.0	
Education	27	124	—	—	3	—	—	—	—	29	128	—	2	25.9	
*Executive Council	3	19	—	—	—	—	—	—	—	4	20	—	—	58.5	
Highways	47	118	—	—	2	—	—	—	—	52	122	—	—	27.7	
Industry and Development	12	12	—	—	—	—	—	—	—	12	13	—	—	28.1	
Labour	15	30	—	—	—	—	—	—	—	15	32	—	—	16.4	
Lands and Forests	48	153	—	—	5	—	—	—	—	54	154	—	—	29.5	
Mines and Minerals	23	26	—	—	—	—	—	—	—	24	26	—	—	25.1	
Municipal Affairs	24	36	—	—	—	—	—	—	—	27	37	—	—	19.8	
Provincial Secretary	7	18	—	—	2	—	—	—	—	9	21	—	—	16.2	
Public Health	12	56	—	—	—	—	—	—	—	12	59	—	—	29.3	
Public Welfare	14	39	—	—	3	—	—	—	—	17	41	—	—	23.3	
Public Works	14	21	—	—	—	—	—	—	—	15	21	—	—	18.6	
Treasury (including Treasury Branches)	69	129	6	2	4	2	—	—	—	81	133	2	—	38.8	
Totals	387	950	10	6	33	20	8	4	438	980	25.5	—	—		

*Includes Premier's Office, Executive Council, Legislative Assembly and Library and Personnel Administration Office staffs.

TABLE III
REASONS GIVEN FOR PERMANENT STAFF RESIGNATIONS (1959)

Department	To Be Married	To Take Another Position	Transfer of Family Domicile	To Travel	Ill Health	To Study	Family Illness	No Reason Given	Discharged or Dismissed	Retired	Died	Total
Agriculture	9	2	1	1	1	3	—	7	—	8	1	33
Attorney General	21	17	4	—	—	—	—	2	—	2	3	49
Audit Office	3	—	1	—	—	—	—	—	—	1	—	5
Education	10	9	3	1	—	3	—	1	—	2	—	29
*Executive Council	—	—	1	—	—	—	—	2	—	1	—	4
Highways	30	3	5	1	—	1	—	7	2	2	1	52
Industry and Development	6	3	3	—	—	—	—	—	—	—	—	12
Labour	8	5	2	—	—	—	—	—	—	—	—	15
Lands and Forests	14	9	3	—	1	—	1	20	1	5	—	54
Mines and Minerals	13	7	1	—	1	—	—	1	—	1	—	24
Municipal Affairs	8	2	2	—	1	2	—	9	—	2	1	27
Provincial Secretary	3	1	1	—	—	—	—	2	—	2	—	9
Public Health	8	1	2	—	—	—	—	1	—	—	—	12
Public Welfare	7	3	3	—	—	—	—	1	—	3	—	17
Public Works	3	7	3	—	—	1	—	—	1	—	—	15
Treasury (including Treasury Branches)	38	13	3	—	1	8	—	6	6	4	2	81
Totals	181	82	38	3	5	18	1	59	10	33	8	438

*Includes Premier's Office, Executive Council, Legislative Assembly and Library and Personnel, Administration Office staffs.

TABLE IV
TIME LOST BY EMPLOYEES, 1959

Department	Number of Employees Recording Attendance	Total Days of Absence	Averages per Employee Total Days of Absence	Absence (Days) Allowed With Pay
Agriculture	479	3997½	8.37	5.02
Attorney General	663	4246½	6.40	5.02
Audit Office	87	961	12.05	9.29
Education	534	5806½	10.87	6.28
*Executive Council	36	293½	8.15	6.53
Highways	524	3672	7.01	5.99
Industries and Labor	383	2707½	7.07	5.99
Lands and Forests	712	4828½	6.78	4.95
Mines and Minerals	212	1650	7.78	5.48
Municipal Affairs	327	1858½	5.68	4.67
#Provincial Secretary	182	1599½	8.79	6.03
Public Health	254	2655½	10.45	6.48
Public Welfare	241	2242	9.31	7.70
Public Works	198	1672½	8.45	6.00
Treasury:				
General Office	50	378	7.56	5.91
Queen's Printer	67	576½	8.60	6.57
Purchasing Agency	32	185	5.78	3.98
Treasury Branches	428	2186½	5.11	3.39
Totals	5409	41517½	7.68	5.52

*Includes Premier's Office, Executive Council, Legislative Assembly and Library and Personnel Administration Office staffs.

#Includes Economic Affairs staff prior to transfer to Provincial Secretary's Department.

APPENDIX A**REGULATIONS RESPECTING PERSONNEL ADMINISTRATION
IN THE PUBLIC SERVICE IN THE PROVINCE OF ALBERTA**

The following regulations are issued under the authority of Order-in-Council 924/59.

Application and Definitions

1. These regulations, made under the provisions of The Public Service Act and The Public Service Commissioner Act, are effective on and from the First day of July, 1959.
2. In these regulations -
 - (a) "department" means any department of the Government of the Province and includes the Provincial Auditor's Office and the Personnel Administration Office;
 - (b) "department head" means a member of the Executive Council presiding over a department or a member of the Executive Council to whom any board, commission or other agency of the provincial government, not included in a department, is required to report;
 - (c) "deputy minister" means the deputy to the head of a department and includes the Provincial Auditor and the Public Service Commissioner;
 - (d) "Minister" means the Provincial Treasurer;
 - (e) "Commissioner" means the Public Service Commissioner;
 - (f) "Association" means the Civil Service Association of Alberta;
 - (g) "branch" means a branch, division or section of a department which is under the management of a senior officer who is responsible to the deputy minister of the department;
 - (h) "staff establishment" means the positions, other than seasonal positions, in a department or branch which are established in the manner prescribed by these regulations.
3. These regulations apply -
 - (a) to all permanent, temporary and part-time positions in all departments which are designated as such by the Commissioner under the provisions of Section 8 of The Public Service Commissioner Act and to the employees occupying the said positions, and
 - (b) to all seasonal positions, as so designated, and to the employees occupying the said positions where the same are specifically mentioned in these regulations.

Staff Establishments

4. (1) For the purposes of defining staff establishments and of designating the status of positions existing in the public service, the deputy minister of each department shall furnish the Commissioner on or before the 30th day of April, 1960, with a list showing the positions, including seasonal positions, which exist in each branch of the department as at the first day of April, 1960.
 - (2) As provided by Section 8 of The Public Service Commissioner Act, the Commissioner shall designate the status of each position so listed and shall notify the deputy minister of each department and the Provincial Auditor with respect thereto.
 - (3) Upon the status of all the positions in a branch being so designated, those positions designated as permanent, temporary and part-time positions shall constitute the current staff establishment of the branch, and no additions thereto shall subsequently be made except as hereinafter provided.
5. (1) When the annual estimates for a branch are prepared each year as required by Section 29 of The Treasury Department Act, the deputy minister of the department shall furnish the Commissioner with a copy of that part of the estimates which shows the proposed salary and wages expenditures of the branch, together with a supplementary statement showing -
 - (a) the existing or proposed status of each position, other than seasonal positions, for which provision is recommended in the estimates;
 - (b) the existing positions, other than seasonal positions, which are to be abolished before or during the next ensuing fiscal year; and
 - (c) the new positions, other than seasonal positions, for which provision is recommended in the estimates and the reasons for the proposed creation of each such position.
 - (2) When the estimates and supplementary statement for each branch have been examined and such inquiries as are necessary have been made by the Commissioner or his authorized representative for the purpose of ascertaining whether the proposed staffing arrangements are founded upon proper considerations of economy and efficiency, the Commissioner shall either -
 - (a) approve the staffing arrangements proposed in the estimates, or
 - (b) recommend such modifications or alterations in the proposed staffing arrangements as may appear appropriate, and in either case, shall report to the Minister and the department head accordingly.

- (3) Upon report by the Commissioner, the department head may require that the staffing arrangements proposed for the branch and the estimates of salaries and wages for the next ensuing fiscal year may be modified or altered as he may direct.
 - (4) Upon approval of the estimates for a branch by vote of the Legislative Assembly, the positions other than seasonal positions for which salaries or wages are provided shall constitute the staff establishment of that branch for the next ensuing fiscal year.
6. (1) During the course of a fiscal year, no addition shall be made to the staff establishment of any branch without the prior approval of the Minister upon report of the Commissioner.
- (2) Application for the approval of an addition to the staff establishment of a branch shall be made to the Commissioner in writing by the deputy minister and shall be countersigned by the department head.
- (3) The Commissioner shall not recommend approval of the addition of a position to the staff establishment of a branch if he finds that the duties or functions to be assigned to the position -
- (a) have not been properly authorized, or
 - (b) can be effectually performed without enlargement of the staff establishment,
- in which case he shall report accordingly to the Minister.
- (4) When the Minister approves the addition of a new position to the staff establishment of a branch, the Commissioner shall designate its status and shall notify the deputy minister of the department and the Provincial Auditor with respect thereto.
7. Until such time as staff establishments are defined in the manner described by Regulation 4, the procedure specified in Regulation 6 shall apply to all additions which are proposed to be made to the permanent, temporary or part-time staff of any branch of the Public Service.

Classification

8. (1) All positions in each department, other than seasonal positions and the positions of deputy ministers, the Provincial Auditor and the Public Service Commissioner, shall be included in the plan of classification referred to in subsection 9(1) of The Public Service Commissioner Act.
- (2) The classification plan shall be made effective by order of the Lieutenant Governor in Council.

-
9. The chief classification officer of the Personnel Administration Office shall -
- (a) make the initial allocation of each position to an appropriate class under the classification plan;
 - (b) record in schedule form the initial allocations so made;
 - (c) provide each department with copies of the classification plan and allocation schedules in sufficient number for convenient examination thereof by the employees of the department; and
 - (d) furnish each employee with a written notice stating the initial allocation of the position which he occupies and informing him of the procedure to be followed if he wishes to appeal against the initial allocation of his position.
10. (1) If an employee or the head of a branch on behalf of an employee submits a request in writing to the chief classification officer for a review of the initial allocation of the employee's position, the chief classification officer shall re-examine the duties and responsibilities of the position, and -
- (a) may confirm the initial allocation, or
 - (b) may allocate the position to another class and shall notify the employee accordingly.
- (2) An employee or the head of a branch on behalf of an employee who is dissatisfied with a decision of the chief classification officer made pursuant to clause (1) may appeal against that decision to the Classification Appeal Board.
- (3) Each appeal to the Board shall be in writing and shall state the grounds on which the appeal is made.
- (4) The Board -
- (a) shall hear the testimony of the appellant or any person representing him, together with that of the chief classification officer and any other person who may have knowledge of the duties of the employee's position, and
 - (b) on the basis of that testimony and such other evidence as may be relevant, shall determine the allocation of the position, and
 - (c) shall communicate its decision in writing to the appellant and to the deputy minister of the department in which the appellant is employed.
11. (1) The chief classification officer shall undertake a continuous general review of the classification plan and the allocation of positions thereunder and -
- (a) may recommend that the plan be amended by the abolition or addition of classes or by revision of the specifications for any class, and

- (b) may allocate to another class any position, the duties of which are found to have been altered, reduced or added to since the position was last allocated to a class.
 - (2) Any amendment of the classification plan shall be made effective by order of the Lieutenant Governor in Council.
 - (3) When a position is re-allocated as provided by clause (1), such re-allocation shall be subject to a review and appeal as provided by Regulation 9, and the allocation schedule in which the position is included shall be amended accordingly.
12. When a plan of classification is prepared, pursuant to sub-section 9(2) of The Public Service Commissioner Act, for any positions under any board or commission of the public service, the allocation of positions to classes under the plan shall be made and be subject to review and appeal in a manner consistent with the provisions of regulations 8, 9 and 10.

Salaries and Wages

13. (1) The Commissioner shall conduct a continuous survey of the prevailing rates of salaries and wages being paid from time to time by employers other than the Government of the Province to their employees whose duties and conditions of employment are comparable to those of employees in the public service.
- (2) The Commissioner, having regard to -
 - (a) the prevailing rates of salaries and wages aforesaid;
 - (b) the comparative value of pensions and other benefits;
 - (c) the relationships between classes of positions in the public service, and
 - (d) such other factors as may be relevant,shall assign an appropriate scale of pay to each class of positions included in the classification plan.
 - (3) The scale of pay for each class shall be based upon a schedule of graduated salary or wage rates which shall be prepared by the Commissioner and shall be known as the General Pay Schedule.
 - (4) Subject to the provisions of clause (c1) of subsection 31(2) of The Public Service Act, the Lieutenant Governor in Council may, by order, authorize the adoption of the General Pay Schedule and the payment of salaries or wages in accordance with the scales of pay assigned to the various classes of positions.
14. (1) A general or partial revision of the General Pay Schedule may be proposed at any time by -
- (a) the Minister, on behalf of the Executive Council, or

- (b) the Association, or
 - (c) the Commissioner.
- (2) The assignment of a higher or lower scale of pay to any class of positions may be proposed at any time by -
- (a) a department head, or
 - (b) the Association, or
 - (c) the Commissioner.
- (3) Every proposal made pursuant to clause (1) or (2), together with a statement of the considerations on which it is founded, shall be submitted in writing to the Joint Council.
- (4) A proposal which has not been made by the Commissioner shall be referred to him for examination and report.
- (5) The Joint Council shall consider the proposal, together with any report made by the Commissioner and such other information as may be relevant, and shall recommend acceptance, amendment or rejection of the same.
- (6) The recommendation of the Joint Council shall be reported by the Minister to the President of the Executive Council.
- (7) Upon report by the Minister, the Lieutenant Governor in Council may, by order, direct -
- (a) that a general or partial revision of the General Pay Schedule be made, or
 - (b) that a higher or lower scale of pay be assigned to a specified class of positions,
- and, in either case, that such changes as may be specified in the order be made in the salary or wage rates of the employees who occupy positions in any class affected by the order.
15. Salaries or wages shall be paid in accordance with the provisions of such other regulations as may be made by the Lieutenant Governor in Council governing the application of scheduled pay rates.

Recruitment, Selection and Appointment of Employees

16. (1) When the addition of a new position to the staff establishment of any branch has been approved as provided by Regulation 6 or 7, the same shall be allocated to a class as provided by Regulation 9.
- (2) The initial allocation of a new position shall not be subject to review or appeal under the provisions of Regulation 10 until a period of six months has elapsed after the date on which an employee has been appointed to the position.

17. No person shall be engaged for employment by any branch in a permanent, temporary or part-time capacity unless -
- (a) the position he is to occupy is included or is authorized to be included in the staff establishment of the branch as provided by Regulation 6 or 7;
 - (b) the status of the position has been designated in the manner hereinbefore provided;
 - (c) the position has been allocated to a class as provided by Regulation 9; and
 - (d) the Commissioner has certified that the person to be engaged or appointed is properly qualified to fill the position,
- provided that until such time as the classification plan referred to in subsection 9(1) of The Public Service Commissioner Act has been implemented, the Commissioner may waive the requirements set out in clauses (b) and (c) of this regulation.
18. Employees who are to occupy seasonal positions shall be recruited, selected and appointed by authorized officers of the employing department in accordance with such principles and procedure as the department head may prescribe or approve.
19. (1) When a new or vacant position, other than a seasonal position or that of a deputy minister, is to be filled, the deputy minister of the department shall submit an appointment requisition to the Commissioner.
- (2) If the position to be filled is a temporary or part-time position, an appointee thereto may be selected by arrangement between the chief appointments officer of the Personnel Administration Office and the deputy minister or other authorized officer of the department in such manner as the Commissioner may approve; provided that in the case of a temporary position which will be active for one year or longer, the Commissioner may require that the appointment be competed for as hereinafter provided.
- (3) (a) If the position to be filled is a permanent position or a temporary position which is required by the Commissioner to be competed for, the appointment thereto shall be open to candidates who are -
- (i) employees of the department in which the position is to be filled, or
 - (ii) employees in any department, or
 - (iii) members of the public, including government employees.
- (b) The chief appointments officer shall -
- (i) post or publish suitable notices describing the position to be filled and inviting applications for appointment thereto, and

- (ii) select as hereinafter provided the applicants who are best qualified to fill the position, and
 - (iii) recommend to the Commissioner that one of the applicants so selected be appointed to the position or that the choice of an appointee be made from among two or more of the applicants so selected.
- (4) (a) Notwithstanding the provisions of clause (3)(b), the Commissioner may appoint a selection committee, consisting of the chief appointments officer and not more than four other persons of whom not more than three shall be nominated by the head of the department in which a position is to be filled, to act in place of the chief appointments officer in selecting and recommending applicants for appointment as provided by sub-clauses (ii) and (iii) of clause 3(b).
- (b) When the applicants include persons who are employees in the public service, one of the members of the selection committee shall be a nominee of the Association.
- (5) When more than one applicant has been recommended to the Commissioner as provided by sub-clause (iii) of clause 3(b), the Commissioner shall so notify the department head, and the choice of an appointee shall be made by the head or other authorized officer of the department.
20. Where, in the opinion of the Commissioner, the recruitment and selection of appointees to the positions in any branch of a department can most expeditiously or conveniently be undertaken by the department, he shall so report to the Minister, and the Lieutenant Governor in Council, upon recommendation of the Minister, may order that, subject to the provisions of Section 15 of The Public Service Act and of Regulation 17 of these regulations, the recruitment and selection of appointees to positions in that branch shall be undertaken accordingly.
21. (1) The selection of appointees shall be based upon the relative merits of the applicants or candidates competing for each appointment as determined by any or all of the following methods:
- (a) written aptitude and intelligence tests;
 - (b) written examinations in specific subjects pertaining to the duties to be performed by the appointee;
 - (c) practical or manual tests;
 - (d) appraisal of the personal qualities and other qualifications of the candidates by means of oral interview;
 - (e) appraisal of the education and experience record of each candidate.
- (2) Except in the case of positions in a junior or trainee class, preference in selecting an appointee to a position shall be

given first to employees of the department in which the position is to be filled and secondly, to employees of other departments, provided that their other qualifications are not inferior to those of any other candidate.

22. Notwithstanding the other provisions of these regulations, the Commissioner may exempt an appointment from competition -
- (a) when the head or the deputy minister of a department recommends that a position be filled by the appointment thereto of a designated employee of the department, provided that the Commissioner is satisfied that the employee is properly qualified to fill the position; or
 - (b) when a suitably qualified appointee can be selected from a promotion list, employment list or re-employment list as hereinafter provided; or
 - (c) when it is a matter of urgency that an appointment be made, provided that the Commissioner is satisfied that a properly qualified person is available for appointment to the position.
23. The chief appointments officer, as directed by the Commissioner, shall -
- (a) prepare and conduct such tests and examinations as may be required for the selection of appointees under the provisions of clause (3)(b) of Regulation 19;
 - (b) advise and assist departments in the preparation and conduct of tests and examinations required for the selection of appointees under the provisions of Regulation 20;
 - (c) at suitable intervals conduct appropriate examinations for the testing of applicants for appointment to positions in any general class to which the continuous recruitment of new employees is necessary; and
 - (d) maintain employment lists, showing the names of applicants, in order of their relative merit, who have been found qualified for appointment to positions in any general class.
24. The appointment of any person to a permanent position shall be probationary during such initial period not exceeding twelve months as may be prescribed by the Commissioner for the class in which the position is included under the classification plan.

Promotions

25. From time to time as the Commissioner may require, periodical reports upon the standard of work-performance of each employee ranking below the head of a branch shall -
- (a) be prepared by the supervisor of each employee;
 - (b) be countersigned by the employee and the head of the branch; and

(c) be forwarded to the Commissioner.

26. Such tests and examinations as may from time to time be authorized by the Commissioner shall be conducted by the chief appointments officer for the purposes of appraising the knowledge and capabilities of employees occupying positions in any class, and of identifying those employees who may be qualified for future promotion.

27. (1) On the basis of —

- (a) the results of such tests and examinations as are held under the provisions of Regulation 26;
- (b) the work performance reports made under the provisions of Regulation 25; and
- (c) such other reports and information as may be relevant and available.

the chief appointments officer shall prepare for each class of positions a list to be known as a promotion list, in which the names of employees who are deemed to be best qualified for promotion to positions of greater responsibility shall be recorded in order of their relative merit.

(2) Provided that an adequate promotion list exists, the Commissioner may exercise his power of exemption, as provided by Regulation 22 with respect to the selection of an appointee to any vacant or new position and may authorize the appointment of an employee selected from the promotion list for the class in which the position is included.

Discipline

28. Subject to such general rules and regulations as may be made by the Lieutenant Governor in Council, the deputy minister of each department and heads of branches shall supervise the conduct of the employees under their control.

29. (1) If an employee is found to be guilty of improper conduct, misconduct or negligence in the performance of his duties or if his behaviour in any circumstances is such to reflect discreditably upon him or upon the public service, the head of the department or, in his absence, the deputy minister, may, except as is otherwise provided by clause (2),

- (a) terminate the appointment of the employee either by dismissing him or by accepting his resignation; or
- (b) suspend the employee from the performance of his duty; or
- (c) reduce the salary of the employee or withhold any salary increase for which he might otherwise be eligible; or

- (d) order the demotion of the employee; or
 - (e) impose such other penalty as the offence may warrant.
- (2) (a) When it is proposed to terminate the appointment of an employee who occupies a permanent position, the head of the department or deputy minister shall first suspend the employee from duty, and shall notify him in writing as to the nature of his offence.
- (b) Within ten days of the date of being so notified, the employee may appeal for an investigation by the Joint Council, in which case the Joint Council shall investigate the matter and make a report to the President of the Executive Council as to the action which in its opinion is warranted by the circumstances of the case.
- (c) When a report has been made by the Joint Council, the Executive Council may confirm the termination of the appointment of the employee or may otherwise deal with him in such a manner as it may see fit.
- (d) If the employee does not appeal as provided by sub-clause (b), his dismissal or resignation may be made effective as of the date of his suspension.
- (e) A probationary appointee to a permanent position is not entitled to appeal against the termination of his appointment under the provisions of this regulation.
- (3) When an employee who occupies a permanent position is dismissed from the public service, his dismissal shall be confirmed by order of the Lieutenant Governor in Council.

Abolition of Positions

30. (1) Before an employee who occupies a permanent position has attained the age of sixty-four (64) years, the deputy minister of the department shall submit a report to the Commissioner stating —
- (a) whether it will be necessary to appoint a successor to the position occupied by the employee upon his retirement at the age of sixty-five (65) years, and
 - (b) whether another employee of the department is being trained for eventual transfer or promotion to the position; or
 - (c) whether any other arrangements for the continued performance of the duties of the position after the retirement of the employee who occupies it are envisaged by the department.
- (2) The Commissioner shall obtain such further information as he deems necessary and shall make a report to the Minister and the department head recommending whether the position should be abolished or perpetuated and what arrangements

should be made for the continued performance of the duties thereof when the employee who occupies the position retires.

31. (1) Before a successor is appointed to an employee who resigns or is discharged from a permanent or a temporary position, the Commissioner shall examine the duties performed by the employee and the staff organization of the branch for the purpose of ascertaining whether it is necessary to perpetuate the position or whether the duties thereof may conveniently and with greater economy be assigned to other employees of the department.
- (2) If the Commissioner is satisfied that the position should be perpetuated, a new appointment thereto shall be made in accordance with the provisions of these regulations.
- (3) If the Commissioner is of the opinion that the position should be abolished, he shall so report to the Minister and the department head and shall recommend the manner in which the duties thereof may be assigned to other employees of the department.
32. (1) When the performance of the duties of a position is no longer required, the deputy minister of the department, with the approval of the department head, may recommend to the Commissioner that the position be abolished.
- (2) If the Commissioner approves the abolition of a temporary or part-time position, the employee occupying the position may be discharged by the deputy minister, or his transfer to another position may be authorized by the Commissioner.
- (3) If the Commissioner approves the abolition of a permanent position, the employee occupying the position
- (a) may be retired from the public service if he is not less than fifty (50) years of age and is then eligible to receive a pension under the provisions of The Public Service Pension Act; or
 - (b) may be transferred to another position, in which case his former position shall not be abolished until his transfer is effected; or
 - (c) may be discharged from the public service if he is less than fifty (50) years of age and cannot be transferred to another position, in which case
 - (i) the provisions of Section 23a of The Public Service Pension Act shall apply, and
 - (ii) the name of the employee shall be placed on a re-employment list maintained by the Commissioner.
- (4) (a) A discharged employee whose name is placed on the re-employment list as provided by clause (3) shall, as long as he continues to be unemployed and in any case for a period of twelve (12) months after the date of his dis-

charge, be deemed to be an applicant for appointment to any position which may thereafter be vacant, and provided that he is satisfactorily qualified therefor, he shall be given preference for appointment to such position over all applicants other than those whose names are also on the re-employment list.

- (b) When two or more discharged employees whose names are on the re-employment list are equally qualified for a vacant or new position, preference shall be given to that employee whose former employment in the public service was the longest.

Staff Organization

- 33. (1) The head or the deputy minister of a department may transfer
 - (a) any employee from one branch to another; or
 - (b) any duties performed by any branch from that branch to another.
 - (2) The head of a branch may transfer any duties performed within the branch from one employee to another.
 - (3) Before the transfer of an employee or of any duties is made within a department of a branch, the deputy minister or the head of the branch shall notify the Commissioner as to the nature of the transfer.
 - (4) The transfer of an employee shall not be made unless the Commissioner certifies that the employee is properly qualified to fill the position to which it is proposed to transfer him.
 - (5) When the transfer of any duties is to be made, the chief classification officer shall examine the classifications of the positions affected by the transfer and may allocate any position to another class as provided by clause (1) of Regulation 11.
 - (6) The re-allocation of any position under clause (5) shall be subject to review and appeal as provided by Regulation 9, and the allocation schedule in which the position is included shall be amended accordingly.
- 34. Upon instructions of the Minister or upon request made by the head or the deputy minister of a department, the Commissioner shall
 - (a) examine the organization of the staff of a department or a branch and the distribution of duties among the various branches and positions therein, and
 - (b) report to the Minister and the department head on any changes in staff organization or work distribution which would contribute to greater efficiency, economy or convenience in the performance of the work of the department or branch.

35. (1) If the chief classification officer, in the course of any survey or investigation made for the purpose of classifying or re-classifying positions, finds any apparent defect in the staff organization or the distribution of duties in any branch, he shall report the same to the Commissioner.
- (2) The Commissioner
- (a) may direct the attention of the head of the branch or the deputy minister to the matter so reported on, or
 - (b) may report the matter to the Minister and the department head, or
 - (c) may take such other action as he deems expedient,
- according to his judgment of the significance of the apparent defect and the feasibility of remedying it.

General Provisions

36. (1) For any of the purposes authorized by The Public Service Commissioner Act or by these regulations, the Commissioner has the power to administer oaths and to compel the attendance of witnesses or the production of any books, papers or documents and may exercise all other powers of a Commissioner under The Public Inquiries Act.
- (2) All officers and employees in the public service shall furnish any records or information which the Commissioner or any authorized officer of the Personnel Administration Office may require for the purpose of carrying out the provisions of the said Act or these regulations.
37. (1) The Commissioner may delegate to any officer of the Personnel Administration Office any of the investigative or advisory duties which are assigned to the Commissioner by these regulations.
- (2) The Commissioner shall prepare and prescribe the use of such forms as may be required for carrying out the provisions of these regulations.

ANNUAL REPORT
of the
SUGGESTION AWARD BOARD

for the year ending December 31st, 1959

The year 1959 was the second calendar year during which the Suggestion Award Plan has been in operation. During the year Mr. K. J. Hawkins retired and Mr. Daniel Schneider resigned from the Board. Mr. F. G. Stewart and Mr. H. W. Webber were appointed to replace them.

The Board made the following policy decisions, some of which arose from consideration of specific suggestions:

1. To enhance the quality of suggestions and to promote the interest of supervisors in suggestions made by their subordinates, employees were urged to discuss suggestions affecting operations in their own branches with their supervisors before submitting them to the Board. This policy was not intended to limit the right of the suggestor to anonymity where he wished it.
2. If an employee's suggestions had been tried out in his own branch before it was proposed for use elsewhere, that fact should not make him ineligible for an award.
3. The initiative in sending in a suggestion for consideration for an award could be taken by the supervisor of the suggestor.
4. If an employee leaves the Public Service before a final decision has been made on a suggestion submitted by him, he is still eligible for an award.

During 1959 ninety-five suggestions were received. Of these, sixty-five were found unacceptable, and twenty-one were still under investigation at the end of the year. The remaining nine were recommended for awards, totaling \$275.00. In addition, awards amounting to \$305.00 were granted for six suggestions received in 1958, bringing the total awards granted during the year to \$580.00. Adding this to the \$125.00 awarded in 1958, the cumulative total of awards for the first seventeen months of the operation of the plan was \$705.00.

The largest award (\$175.00) granted during 1959 was received by Mr. R. A. Cantelon of the Department of Municipal Affairs. His suggestion was that the information in the Certificates of Incorporation and Certificates of Registration which appear in The Alberta Gazette be printed in table form. The adoption of this suggestion resulted in an appreciable saving in printing costs and permitted more detailed information to be published than was formerly included in the certificates. Other worthy suggestions for which awards of \$50.00 each were granted were submitted by Mr. A. B. Potvin (re renewing unemployment insurance books), Mr. R. C. Sanders (re tables of committal and release dates for provincial gaols), Mr. C. E. Enwright (re forestry information posters), and Mr. G. W. Reed (re filing-system changes).

The Board takes satisfaction from the considerable improvement in the quality of suggestions that has been evident in recent months. Although the value of many accepted suggestions cannot be expressed in monetary terms, the Board believes that the suggestion scheme is now producing worthwhile ideas which can result in savings of cost and improve efficiency to a degree that fully justifies the operation of the plan.

J. H. HOLLOWAY, Chairman.

Agencies Other Than Departments	Suggestions Received in 1959	Suggestions for which Awards were Recommended in 1959			Suggestions Not Accepted			Suggestions Under Investigation at Dec. 31st, 1959						
		Received in 1958	Received in 1959	Total	Received in 1958	Received in 1959	Total	Received in 1958	Received in 1959	Total				
Alberta Civil Defence Headquarters	2	—	\$ —	—	\$ —	—	—	1	—	1	—	1	—	1
Alberta Liquor Control Board	8	—	—	1	10	1	10	—	6	6	—	—	1	1
Board of Public Utility Commissioners	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Oil and Gas Conservation Board	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Research Council of Alberta	4	—	—	—	—	—	—	1	2	3	—	2	2	2
University of Alberta	—	—	—	—	—	—	—	—	—	—	—	—	—	—
University of Alberta Hospital	1	—	—	—	—	—	—	—	1	1	—	—	—	—
Workmen's Compensation Board	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Total for Agencies	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Other Than Departments	15	—	—	1	\$ 10	1	\$ 10	1	10	11	—	4	4	4
Grand Total	95	6	\$ 305	9	\$ 275	15	\$ 580	20	65	85	3	21	24	24

